

Policy and Resources Committee
Monday, 13 November 2023

Three Rivers Community Strategy 2023-28
(ADSPH)

1 Summary

- 1.1 This report seeks Council adoption of the Three Rivers Community Strategy 2023-28.
- 1.2 The Council is the lead partner of the Three Rivers Local Strategic Partnership (LSP). The Strategy and Partnerships team provides support through management of the LSP, Community Safety Board (CSP) (Responsible Authorities Group) and the sub-groups of them, along with Committees Team who provide administrative support.
- 1.3 The LSP was established in 2002 to produce the Community Strategy for Three Rivers. The LSP is the overarching board for all other Council led partnership structures in Three Rivers.
- 1.4 The LSP Board is made up of representatives from public, private, voluntary and community sector organisations, which are based in and around the district, and aims to build on existing successful partnership working.
- 1.5 Membership is set at senior politician, board or chief officer level to ensure that members have the necessary authority to speak for their organisations and to commit the resources needed to turn the LSP's strategic vision into a reality.

2 Details

- 2.1 The previous LSP Community Strategy ran from 2018-2023. As it was approaching the end of its life in 2022 the LSP Board collated data from a range of partners to map need within Three Rivers.
- 2.2 This data was overlaid with data from the census to provide the Board with details on District make up and areas of need. Data reviewed included crime data, domestic abuse support service users, debt advice, rent arrears, food poverty, drug and alcohol support service users, referrals to mental wellbeing support, residents on universal credit searching for work.
- 2.3 A workshop was held in January 2023, with the LSP Board and partners from additional partnership groups, to review what work had been undertaken by the partnership over the last 5 years, and receive local need data and a summary of census information. The LSP then discussed this to collate areas of work that should be included within the new strategy. The feedback was collated and presented at the subsequent LSP Board for creation of themes for the new strategy and objectives within those themes.
- 2.4 From the workshop the LSP Board agreed the following themes and objectives:

2.4.1 Stable Economy;

Support our residents through the cost of living crisis.

Work with local businesses to upskill the local workforce.

Promote local employment and volunteering opportunities.

2.4.2 Thriving Environment;

Lead, enable and inspire our communities to reduce their carbon emissions and proactively offset carbon emissions.

Support our communities to adapt to extreme weather.

Increase locally grown produce and reduce food waste.

2.4.3 Safe and Well Communities;

Adopt a place based approach to address health inequalities.

Maintain and grow the work of the Community Safety Partnership.

To empower residents to adopt healthier lifestyles

2.4.4 Belonging;

Celebrate and create a local culture that reflects our communities.

Support in the development of sustainable community hubs.

Develop and coordinate the community and voluntary sector.

2.5 The draft strategy has been consulted on with residents, partners and through partnership sub groups to ensure the strategy reflects local need and prioritises issues that are of concern to residents and partners.

2.6 The consultation ran from 24 July to 31 August 2023. This was publicised with partner organisations, through face to face community engagement and virtually on social media.

2.6.1 Over 1000 residents accessed the survey with 40 people completing the survey.

2.6.2 90% of participants agree or strongly agree with the theme belonging and it's objectives.

2.6.3 100% of participants agree or strongly agree with the theme economy and it's objectives.

2.6.4 90% of participants agree or strongly agree with the theme Safe and Well Communities and it's objectives.

2.6.5 85% of participants agree or strongly agree with the theme Thriving Environment and it's objectives.

2.6.6 Some comments received that will build into the actions for 2023-25 include targeted support for young people and families; promoting sustainable living; working in partnership with local health services, Hertfordshire County Council and Community & Voluntary sector. Details of the consultation and all feedback is included in Appendix I.

2.6.7 Through the consultation residents ranked the objections in the following order based on their importance:

- 2.6.7.1 Support our residents through the cost of living crisis.
- 2.6.7.2 To empower residents to adopt healthier lifestyles.
- 2.6.7.3 Adopt a place based approach to address health inequalities.
- 2.6.7.4 Promote local employment and volunteering opportunities.
- 2.6.7.5 Work with local businesses to up skill the local workforce.
- 2.6.7.6 Lead, enable and inspire our communities to reduce their carbon emissions and proactively offset carbon emissions.
- 2.6.7.7 Celebrate and create a local culture that reflects our communities.
- 2.6.7.8 Develop and coordinate the community and voluntary sector.
- 2.6.7.9 Support in the development of sustainable community hubs.
- 2.6.7.10 Increase locally grown produce and reduce food waste.
- 2.6.7.11 Maintain and grow the work of the Community Safety Partnership.
- 2.6.7.12 Support our communities to adapt to extreme weather.
- 2.6.8 Demographic information of those completing the consultation – some respondents did not provide this information.
 - 2.6.8.1 63% of respondents were residents, 50% were from partner organisations operating within Three Rivers. 13% of respondents did not live in the district.
 - 2.6.8.2 Majority of respondents (18%) were born between 1950-1959 (63-73 years old). 15% were born between 1970-1979 (43-53 years old). The 2021 Census showed the most common age for Three Rivers adult population was aged between 40-59 at the time of the census, so assumed to be 42-61 today.
 - 2.6.8.3 53% of respondents were female, 25% were male. Census shows that 51% of the population within Three Rivers are women & 49% are men.
 - 2.6.8.4 65% of respondents were White British. 15% of other ethnic backgrounds included White Irish, Mixed background, Indian, Pakistani and African. There is some underrepresentation from diverse ethnic backgrounds living in the district. The 2021 census showed that 15.2% of the population were from an Asian or British Asian ethnic background, and 2.4% from a Black or Black British background.

3 Next Steps

- 3.1 The LSP unanimously agreed the final Community Strategy 2023-28 (Appendix II) in October 2023 after being presented with findings from the public and partner consultation.
- 3.2 The LSP has developed an Action Plan for 2023-25 which is due for final approval based on the feedback from the public consultation and the priorities of residents. The LSP will review this on a regular basis to ensure the work is directed by the priorities of our local communities, and that the LSP is reactive to respond to changing or emerging needs.

- 3.3 The LSP has agreed the development of a donations platform hosted by Watford and Three Rivers Trust to secure funding to progress the work of the community strategy. This will be developed alongside funding bids where appropriate.

4 Options and Reasons for Recommendations

- 4.1 For the Council to agree to adopt the Community Strategy 2023-28 on the basis that the strategy has been developed from an extensive evidence base, co-developed with partner organisations and reflecting feedback received from the consultation process.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are not within the Council's agreed policy and budgets.
- 5.2 The purpose of this proposed policy is to deliver on the aims of the strategy by working collaboratively with members of the LSP by March 2028. At the end of one year, it is anticipated that action plan for 2023-25 will be underway and a funding solution in progress for the LSP.

Financial, Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website, Risk Management and Health & Safety Implications

None specific.

6 Financial Implications

- 6.1 The LSP has agreed on a partnership approach to secure funding to progress the work of the community strategy. The impact will be reviewed at upcoming Board meetings.

7 Legal Implications

- 7.1 None specific.

8 Equal Opportunities Implications

- 8.1 Impact Assessment
- 8.2 The aim is to maximise equality and inclusion across the LSP's work, and to minimise impacts on our communities with protected characteristics.
- 8.3 The objectives of the strategy seek to address socio-economic deprivation, improve accessibility to services, address health inequalities, address issues relating to crime and disorder, including hate crime, and improving local identity for all our residents. Work will be carried out in partnership with local statutory, private and third sector organisations to increase reach within the community. In relation to specific actions the LSP will highlight and mitigate particular adverse impacts on protected characteristics.

9 Staffing Implications

9.1 It is anticipated that LSP partner organisations will contribute to the delivery of the Community Strategy. The development of the action plan and monitoring will be overseen by the Strategy and Partnerships Team.

9.2 The Strategy and Partnerships team will lead on the coordination of securing funding for the LSP.

10 Environmental Implications

10.1 A number of actions both supported and proposed within the strategy exist to improve and enhance the climate and local environment.

11 Community Safety Implications

11.1 A number of actions both supported and proposed within the strategy exist to improve community safety (e.g. to prevent and address hate incidents and crime) for the districts residents.

12 Public Health implications

A number of actions both supported and proposed within strategy exist to improve overall health and wellbeing (e.g. to prevent and address health inequalities) of the districts residents.

13 Customer Services Centre Implications

14 Communications and Website Implications

14.1 A number of actions both supported and proposed within the revised policy will need to be communicated internally, with members, stakeholders and residents of Three Rivers. Promotion may be required for some public events held in relation to aims within the policy.

15 Risk and Health & Safety Implications

15.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council’s duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

15.2 The subject of this report is covered by the Strategy and Partnerships service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Insufficient funding secured	Limited projects can be supported	The LSP will be / has reviewed various options to	Tolerate	4

		secure funding.		
Adoption of the strategy by partner organisations.	Limited projects can be delivered	Key factors within the community strategy are “partnership collaboration” and “whole systems approach”.	Tolerate	4

15.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
	Impact			
	Low -----▶			Unacceptable

Impact Score

- 4 (Catastrophic)
- 3 (Critical)
- 2 (Significant)
- 1 (Marginal)

Likelihood Score

- 4 (Very Likely (≥80%))
- 3 (Likely (21-79%))
- 2 (Unlikely (6-20%))
- 1 (Remote (≤5%))

15.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

16 Recommendation

16.1 **That:**

16.2 Policy and Resources Committee recommend adoption of the Strategy to Council.

16.3 Council adopts this strategy for Three Rivers District Council.

16.4 That public access to the report be immediate.

16.5 That public access to the decision be immediate.

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Data Quality

Data sources:

2021 Census

Data checked by:

Rebecca Young, Head of Strategy and Partnerships

Data rating:

1	Poor	
2	Sufficient	
3	High	x

Background Papers

Census 2021

APPENDICES / ATTACHMENTS

- I. Consultation Results
- II. Community Strategy